



## Requested by Jessica Pradille on 29 May 2019

Compilation produced on 25 September 2019

### Responses from Austria, Belgium, Croatia, Cyprus, Czech Republic, Estonia, Finland, France, Germany, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Slovakia, Spain, Sweden, United Kingdom plus Norway (22 in Total)

### Disclaimer:

The following responses have been provided primarily for the purpose of information exchange among EMN NCPs in the framework of the EMN. The contributing EMN NCPs have provided, to the best of their knowledge, information that is up-to-date, objective and reliable. Note, however, that the information provided does not necessarily represent the official policy of an EMN NCPs' Member State.

# **<u>1. Background information</u>**

The preference for voluntary over forced returns as well as the importance of return counselling to enhance the sustainability of reintegration in the country of origin have repeatedly been acknowledged by policy makers at European and national levels. On this basis, IOM proposed to the EMN to engage in research focusing on identifying best practices related to outreach, counselling and information provision in (assisted voluntary) return and reintegration processes. Based on this proposal, the EMN agreed to produce three EMN informs analysing Member States' policies and approaches respectively in three areas:

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- Policies and practices on return counselling for migrants in EU Member States
- Policies and practices for the support of return counsellors in their role to provide migrants with timely, unbiased and reliable information on return
- Policies and practices on outreach and information provision for the (voluntary) return of migrants in EU Member States

The Informs will be based in the main on data already available to the EMN through previous studies and Ad Hoc Queries (AHQ). Some identified information gaps are to be filled-in through tailored AHQs.

This research work will complement the initiative of the European Commission to develop a EU Framework on return counselling.

Against this background, this AHQ aims to collect information to prepare the inform on "policies and practices for the support of return counsellors in their role to provide migrants with timely, unbiased and reliable information on return".

# 2. Questions

## 1. 1. Is there a national policy in place that sets out the minimum qualifications / training requirements for return counsellors?

a. If yes, please describe the policy, stating: i. What are the minimum qualifications required? Are there other minimum competences requirements for return counsellors? ii. What are the requirement to enter a training for return counsellors? Who delivers the training? iii. Is there a specific certification requirement for counsellors? Which institutions delivers it? b. If no, please describe how return counsellors are prepared for their roles in your Member State. Please specify how your Member State can achieve consistency in terms of standards in return counselling nationally.

## 2. 2. What training is provided to return counsellors, if any?

For each training provided by national authorities or service providers contracted by national authorities available in your country please specify: • Title of the training • Specify if it is an initial/ induction training or an ongoing (continuous professional development) training • Name of the institution (specify if international, national or local) • Brief description of content • Duration • Modality (online or/and face-to-face) • Type of certification • Please provide any support document in attachment

# 3. 3. If your Member State only provides initial/ induction training, are refresher courses available? Yes

Please provide the following details about the refresher courses: i. If yes, how often? ii. Which institution(s) provide(s) the refresher courses? iii. How are these delivered (online or/and face-to-face)?

# 4. 4. What are the challenges in providing training to return counsellors? What solutions have been developed to address these challenges?

5. 5. Do counsellors also have other tasks besides their tasks on return counselling (i.e. legal counselling, social/ housing support, referral to medial support, integration)?

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# 6. 6. How are counsellors trained / supported to work with migrants in vulnerable situations (including families with minor children, unaccompanied children or victims of exploitation, abuse or violence, homeless persons)?

7. 7. How are counsellors trained / supported to understand the situation, available assistance and the procedures in place to receive this available assistance in the migrants' countries of return?

8.8. How are updates on the situation and available assistance in countries of return communicated to counsellors?

# 9. 9. How does the organisation ensure that there is at least a minimum level of consistency in the information provided by counsellors to migrants (at the organisational level, and at national level)? Please describe.

For example, is there a specific protocol on the sharing of case-based information amongst counsellors (in- and outside the counselling-organisation) on the outcome of individual counselling sessions provided to migrants (i.e. to ensure continuity and consistency in the individual counselling/ messages provided to the migrant)?

# 10. 10. What are the challenges in making available sufficient / up to support counsellors in their work? What are the solutions identified / in place to address these challenges?

11. 11. How is the quality and impact of the job-related support provided to the counsellors monitored and measured? Please describe.

12. 12. How is the well-being of counsellors monitored / supported?

13. 13. What support tools are available to counsellors e.g. helpline, focus groups?

14. 14. What are the challenges in providing sufficient support to counsellors? What are the solutions identified / in place to address these challenges?

15. 15. How is the impact of the well-being support provided to the counsellors monitored and measured? Please describe.

We would very much appreciate your responses by **26 July 2019**.

# 3. Responses

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		Wider Dissemination <sup>2</sup>	
=	EMN NCP Austria	No	
	EMN NCP Belgium	Yes	1. There is no national policy in place that sets out the minimum qualifications / training requirements for return counsellors in Belgium.Preliminary remark: return counselling in Belgium is provided either by Fedasil (responsible for the AVR(R) programme) or by one of its return partner (e.g. IOM, Caritas and cities' administrations)1) The job description: the job description sets out the common framework of the function as well as the requirements necessary for the function. This doesn't apply for its partners as Fedasil has no mandate on them.2) Training modules: each new staff member receive a training composed of eight modules. Two basic modules on what AVR is and how to fill a return file. The three next modules address the way to discuss AVR (sustainable return, decision-making process and how to prepare the person to the AVR). Finally, the three last modules address the way to approach the person through conversation technics, motivational interview and other technics.Each presentation comprises informative booklets, movies, images and other support. The master class lasts two full days. At the end of these two days, the participant receives a book resuming the whole training.Partners use to pick what interest them in the modules for their own

<sup>&</sup>lt;sup>1</sup> If possible at time of making the request, the Requesting EMN NCP should add their response(s) to the query. Otherwise, this should be done at the time of making the compilation.

<sup>&</sup>lt;sup>2</sup> A default "Yes" is given for your response to be circulated further (e.g. to other EMN NCPs and their national network members). A "No" should be added here if you do not wish your response to be disseminated beyond other EMN NCPs. In case of "No" and wider dissemination beyond other EMN NCPs, then for the Compilation for Wider Dissemination the response should be removed and the following statement should be added in the relevant response box: "This EMN NCP has provided a response to the requesting EMN NCP. However, they have requested that it is not disseminated further."

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<ul> <li>trainings. It is seen as important to have such modular training in order to cater with the needs of the different users.3) An online introduction to AVR is also available for new staff members4) The preparation of the partners' staff is outsourced to those ones. Those partners are in general more familiar with social work.5) The staff from the Immigration Office, responsible for the counselling in detention facilities, has a different profile. They have a more administrative (less social) approach geared toward file management. Nevertheless, the Immigration Office use the training material provided by Fedasil in order to guarantee constancy and ensure the use of a common framework.6) Plenary sessions organised with all partners involved in return's activities.</li> <li>2. Title of the trainingIntroductory training• Specify if it is an initial/ induction training or an ongoing (continuous professional development) trainingInduction training• Name of the institution (specify if international, national or local)Fedasil• Brief description of contentThe introductory training comprises eight modules. Two basic modules on what AVR is and how to fill a return file. The three next modules address the way to discuss AVR (sustainable return, decision-making process and how to prepare the person to the AVR). Finally, the three last modules address the way to approach the person through conversation technics, motivational interview and other technics.</li> </ul>
<ul> <li>3. Yesi. If yes, how often? YearlyYearly updates over the evolution of the programme and the most recent trends as well as on new instruments available.ii. Which institution(s) provide(s) the refresher courses? Fedasiliii. How are these delivered (online or/and face-to-face)? Face-to-face and online newsletter on recent trends</li> <li>4 Need to adapt to each and every profile of counsellors =&gt; modularity of the training in order</li> </ul>
to adapt to the audience- update of the training and frequent refresher courses- works and what doesn't) => desk research- background and the actual practices => frequent exchange on the ground situation/experience- Matching the training with the ground reality => training avoids "too nice to be true" story telling- Use the method in a proper way (not every method works in every context) => adapting the method in function of the profile (ex: convincing someone to return can only be effectuated in a

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detention centre)- discuss case studies- effectiveness of return counselling (measuring the results, evidence based approach)Harmonisation within the staff => use of intervision (peer evaluation) to Working on the effectiveness of return counselling => demonstrating the results, evidence based approach)
5. Even if their main task remains the counselling, return counsellors also have to fulfil related tasks such as needs assessments or referral to the appropriate support (medical, psychological).
6. Return counsellors use a check-list to assess the vulnerabilities in order to take them into account during the procedure. When counsellors are dealing with migrants in vulnerable situations, they try as far as possible to remain the one and only interlocutor throughout the process.
7. The detection of vulnerabilities is integral part of the general training provided to future counsellors.
8. Country fact sheets are produced by Fedasil on basis of IOM and Caritas experiences as well as on knowledge stemming from counsellors. These country fact sheets are presented to IOM and Caritas for validation prior to dissemination.
9. There is not specific protocol but the intervisions (peer review meetings) organised with return partners are the moment to ensure that consistency in the information provided is guaranteed between return actors. Moreover, consistency is also guaranteed through the method used to regularly update the information about the programme and the countries of return (see above).
10 Information on which counsellors rely upon must be accurate and up-to-date => easily accessible on the intranet (database)- Information must be accessible in a few clicks => easily accessible on the intranet- Having information specifically related to return (and not only on migration in a broader context) available => desk research- Having counselling methods that is not too time-consuming (to be used with transit migrants for example) - Having counselling methods that fit each and every profile of migrants
11. The quality and the impact are neither monitored nor measured as no tools available and too little time to do it.

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		<ul> <li>12. The well-being of counsellors is not specifically monitored.</li> <li>13. Intervisions are the moments when return counsellors can exchange on difficulties encountered in their job.</li> <li>14 Individually supporting return counsellors can be time consuming =&gt; collective sessions organised</li> <li>15. The impact of the well-being support is neither monitored nor measured.</li> </ul>
EMN NCP Croatia	Yes	<ol> <li>No, standards are not prescribed. The Ministry of the interior signed the Grant Agreement with the International Organization for Migration (IOM) for the implementation of the assisted voluntary return. IOM will conduct return counselling and is providing training for return counsellors.</li> <li>See the answer to question 1.1.</li> <li>N/A</li> </ol>

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			9. N/A 10. N/A 11. N/A 12. N/A 13. N/A 14. N/A 15. N/A
¥	EMN NCP Cyprus	Yes	<ol> <li>Please see attached file cy_ahq_support_to_return_counsellors_final.docx</li> <li>Please see file attached to Q1</li> </ol>

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		<ul> <li>8. Please see file attached to Q1</li> <li>9. Please see file attached to Q1</li> <li>10. Please see file attached to Q1</li> <li>11. Please see file attached to Q1</li> <li>12. Please see file attached to Q1</li> <li>13. Please see file attached to Q1</li> <li>14. Please see file attached to Q1</li> <li>15. Please see file attached to Q1</li> </ul>
EMN NCP Czech Republic	Yes	<ol> <li>Please see the attached file. reg_supprot_for_the_return_counselors_cz.docx</li> <li>Please see the attached file above.</li> </ol>

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		<ol> <li>7. Please see the attached file above.</li> <li>8. Please see the attached file above.</li> <li>9. Please see the attached file above.</li> <li>10. Please see the attached file above.</li> <li>11. Please see the attached file above.</li> <li>12. Please see the attached file above.</li> <li>13. Please see the attached file above.</li> <li>14. Please see the attached file above.</li> <li>15. Please see the attached file above.</li> </ol>
EMN NCP Estonia	Yes	<ol> <li>No, there is no national policy in the minimum qualifications/requirements for return counsellors, they are all (at the moment there is two counsellors) employed by the Police and Border Guard Board (hereinafter PBGB) and competent skills for counsellor work are required – * Bachelor on law or social sciences;* B2 level English or Russian languages + one language in level of communication;* Preferably 3-years work experience in a field.</li> <li>The PBGB provides to counsellors a wide range of trainings related to migration/asylum and international law, for example overview of migration processes; trainings on cultural differences; early signs of noticing radicalization; first aid trainings; how to identify a person with special needs; procedures to determinate an refugee status; psychological reactions in the return process etc. A list of training providers varies also from Lawyers' Association to international organizations as Frontex</li> </ol>

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and UNHCR. 3. If possible and needed then refresher courses and trainings will be organized, which are mostly
face-to face.
4. The biggest challenge is that staff (return counsellor's) changes too often, which lead to lack of continuousness. Improvement of this situation is in process.
5. Yes, in the PBGB there is two counsellors, working with returnees and they tasks are broader then only return counselling, mostly they are related to social-legal advocacy, included return issues.
6. They are supported with vulnerability-specific trainings, collaboration with relevant authorities/organizations are also in place.
7. Trainings are given by relevant authorities as the PBGB and the Ministry of Internal Affairs.
8. There is no standard for this, but most often the information is communicated within PBGB or via IOM and country representatives.
9. There is no specific protocol, but action plans/instructions are available in PBGB internal web- page, return counsellors are obliged to be aware of them and follow them.
10. Multitasking may be challenging, as a solution creation of an information platform is in process.
11. It is difficult to measure.
12. Once a year the co-called development discussions are held.
13. There is no helpline, but an e-mail environment is established. In addition, possibilities to use assistance of psychologist or chaplain are provided.
14. As mentioned in Q 4 answer, intense change of counsellors is challenging for the PBGB.

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			15. By organizing at least once a year the development discussions.
+	EMN NCP Finland	Yes	<ol> <li>No, there's no national policy but many of the return counsellors in the Finnish reception centres have an educational background in social work or a lower degree in social work or health care (university of applied sciences). Return counsellors in Finland work in reception centres where they are prepared for the work by their employers according to the standards set by the Finnish Immigration Service. The return counsellors work with asylum seekers every day in their work, but return issues are not their only task which makes return counselling sometimes challenging.</li> <li>Finnish Immigration Service offers guidance and training to return counsellors.</li> <li>Return counsellors can always ask more guidance from Finnish Immigration Service but there's no extra courses in return counsellors also because of lack of time and resources, since the counsellors have many tasks in the reception centres.</li> <li>The challenge is the many other tasks of the counsellors in reception centres, also the staff in centres changes quite often when also trained staff is lost. One solution to this was an AMIF funded project where Finland had return counsellors under Finnish Immigration Service spread out in the country, but the project was not effective enough to make the model a national model.</li> <li>Yes, all of the tasks of the reception centres.</li> <li>Since the counselling is done in the reception centres where there is knowledge of vulnerabilities, counsellors can use their own or their colleague's expertise in counselling of a vulnerable person. For paperless people we have an AMIF funded project coming up. Support is given also from Finnish Immigration Service and the national assistance system for victims of human trafficking.</li> <li>Training is given by Finnish Immigration Service and advice is also given by IOM Finland.</li> </ol>

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		<ol> <li>8. Finnish Immigration Service informs the reception centres and other stakeholders.</li> <li>9. The reception centres are under the Finnish Immigration Service and they all receive the same instructions and frameworks for their actions.</li> <li>10. A challenge is that the return counselling is being done along with so many other tasks. A solution is to provide the counsellors easy-access information and support from the Finnish Immigration Service.</li> <li>11. It is very difficult to measure this.</li> <li>12. It is done by the reception centre employer but it has no specific return aspect.</li> <li>13. Helpline, information in intranet, guidance booklet.</li> <li>14. Please see response to Q.10. No solutions mentioned, but adequate resources are important.</li> <li>15. Not monitored/measured.</li> </ol>
EMN NCP France	Yes	<ol> <li>NOCounsellors are trained internally within the French Office for Immigration and Integration (OFII).</li> <li>A interview related to return and reintegration • continuous training• FEDASIL (Belgian agency) • Brief description of contentThe role of the agent in relation with return / sustainable return / preparation to return / make a decision about return / information and communication / interviewing techniques / systematize an interview• Duration 2 days• Modality (online or/and face-to-face) on site / face to faceB. support to reintegration in the home / residence country • continuous training dedicated to return counsellor in France• OFII offices /</li> </ol>

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<ul> <li>agencies out of France•Brief description of content implementation of reintegration support in the country of origin / visiting some local projects of support to reintegration• Duration 5 days• Modality (online or/and face-to-face) on site / face to faceC. ERRIN programme• continuous training• OFII• Brief description of content presentations and discussions on dedicated programmes for reintegration support• Duration 0.5 day• Modality (online or/and face-to-face) visioconferenceD. Return and reintegration process, communication tools• Continuous training• OFII• Brief description of content presentations process, communication tools• Duration 1 day• Modality (online or/and face-to-face) on site / face to face E. Use of IT tool dedicated to return and reintegration activity• continuous training• OFII• Brief description of content Neturn and reintegration process, communication tools• Duration 1 day• Modality (online or/and face-to-face) on site / face to face E.</li> <li>3. YES each agent receives a first initial training and then an additional training depending on new process or IT tools or interview techniques.ii) OFIIii) See various trainings proposed in Q1</li> <li>4. Challenges: Changes in the HR team and important turnoverSolutions : Information documents are available on OFII intranet as well as the dedicated business software and the website on voluntary return</li> <li>5. Depending on the number of returnees in the concerned OFII office, the agent may have to carry out other functions assigned to the OFII.</li> <li>6. Counsellors have been provided with a specific training in order to recognize victims of trafficking in the framework of CARE+ project.</li> <li>7. In the framework of continuous training and communication tools at their disposal</li> </ul>
<ul> <li>8. Through country factsheets available on intranet and software IT tool.</li> <li>9. There is a handbook for return agents. In addition the OFII agent gives to the applicants some documents explaining to returnees the different steps of the process (filing the application, convocation for departure, application for assistance to reintegration, leaflet on specific</li> </ul>

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		programmes). 10. N/A 11. N/A 12. N/A 13. N/A 14. N/A 15. N/A
EMN NCP Germany	Yes	<ol> <li>See attached document at 1.1. ahq_support_to_return_counsellors_final_ger.docx</li> <li>See attached document at 1.1. integplan_weiterbildung.pdf</li> <li>See attached document at 1.1.</li> </ol>

#### Disclaimer:

		<ul> <li>8. See attached document at 1.1.</li> <li>9. See attached document at 1.1.</li> <li>10. See attached document at 1.1.</li> <li>11. See attached document at 1.1.</li> <li>12. See attached document at 1.1.</li> <li>13. See attached document at 1.1.</li> <li>14. See attached document at 1.1.</li> <li>15. See attached document at 1.1.</li> </ul>
EMN NCP Hungary	Yes	1. In Hungary there are no specific organizations for counselling; return counsellors are the immigration case officers of the regional directorates of the Immigration and Asylum Office. Those case officers are in charge of personal interviews with the returnees, and the decision-making in return cases. Returnees may request information about their case anytime, and may turn to their own case officers in writing and also verbally. Case officers are in direct and everyday contact with the returnees, so they know each and every detail of the individual case, and thus they are able to give proper and updated information anytime. The Unit of Coercive Measures and Forced Return located in Budapest at the General Directorate of the Immigration and Asylum Office is the competent body for organizing the return operations by air. When the RO is being organized, the Unit of Coercive Measures and Forced Return operations to the regional directorate, thus case officers can inform the returnees.

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			<ul> <li>2. There is no special training for the return counsellors/immigration case officers.</li> <li>3. No.</li> <li>4. n/a</li> <li>5. n/a</li> <li>6. n/a</li> <li>7. n/a</li> <li>8. n/a</li> <li>9. n/a</li> <li>10. n/a</li> <li>11. n/a</li> <li>12. n/a</li> <li>13. n/a</li> <li>14. n/a</li> <li>15. n/a</li> </ul>
••	EMN NCP	No	

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Ireland		
EMN NCP Italy	Yes	<ol> <li>No. The counselling activities are entrusted to AVR Projects, which select counsellors and take into account their past work experience and the knowledge of foreign languages (especially those mostly spoken by migrants) in order to ensure the best results.</li> <li>The entities implementing the AVR&amp;R projects should be able to organize training courses, and eventually refresher courses, in order to ensure the best possible performance of the counsellors' activities. Some entities use handbooks as a tool for training.</li> <li>No</li> <li>The challenges in providing training to return counsellors lie in getting the counsellors themselves to be fully aware of their role, as well as of the importance of their role in convincing migrants to return. Turnover among counsellors is a challenge.</li> <li>Yes; counsellors usually ascertain, that there are no general reasons for hindering return, such as situations of political and social conflict making return dangerous for the migrants' safety. Moreover, they evaluate the migrants' vulnerability in case of unaccompanied minors and on the basis of their health conditions and possible pathologies: as a matter of fact, in case of sanitary problems it may be necessary to refer the migrant to the health facilities. They also support the migrant in the definition of the Individual Reintegration Plan. During the return procedure counsellors are in contact with the authorities responsible for the return authorization (Prefetture and Questure). Furthermore, they interact with Consulates of the migrant countries of origin for the issuance of the travel document.</li> <li>Counsellors are called on to evaluate the level of the migrants' vulnerability on the grounds of specific criteria, such as health conditions, possible ongoing or pre-existing pathologies, minors in the family groups and single-parent families. In case of pathologies, the migrants concerned are referred to the competent health facilities.</li> </ol>

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			<ol> <li>In the return countries, migrants are assisted by the staff of the relevant project in the implementation of the PIR, already drafted in Italy. AVR projects ensure cooperation among staff working in Italy and in the countries of origin.</li> <li>The AVR projects are in charge of the whole procedure in Italy and in the return country; consequently, they constantly keep in touch with the competent staff in the return country.</li> <li>This is ensured by the counsellors' selection, carried out on the grounds of their professional level.</li> <li>One challenge is to deal with different nationalities and different approaches to return. Mediators can help in dealing with this issue. Another challenge is the increase of medical cases. Doctors can help in dealing with the issue.</li> <li>Through meetings and contacts with the responsible of the AVR projects. In a specific case a course on the risk of burn out has been organized.</li> <li>Through meetings and contacts with the responsible of the AVR projects.</li> <li>Some of the support tools are the ReVita project's toll-free number and the activities of the ReVita network. Furthermore, meetings and contacts with the responsible of the AVR projects.</li> <li>Being able to organize periodic meetings with them and to discuss the more problematic cases 15. Through meetings and contacts with the responsible of the AVR projects</li> </ol>
=	EMN NCP Latvia	Yes	1. Currently only IOM provides counseling in Latvia. The procedure is that the state (responsible institution – Ministry of the Interior) announces open competition for provision of voluntary return and reintegration assistance in Latvia. The Tender Regulations include also sections where the applicant

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			4. N/A 5. N/A 6. N/A
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			10. N/A 11. N/A
			12. N/A
			13. N/A 14. N/A
			15. N/A
-	EMN NCP Lithuania	Yes	1. ***NB: LT REG Practitioners did not contribute to this AHQ, the explanation being that State Border Guard Service officers (not specialized counsels) provide return counselling, therefore no special regulations applies. All answers applicable for AVR(R) counselling is provided by IOM Lithuania AVR counsellors. LT contributions should be considered together with IOM Regional Office

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<ul> <li>contributions.***a) No. In LT, the minimum educational qualification for staff providing AVR(R) counselling includes a university degree in Humanitarian, Social sciences or a related field from an accredited academic institution, with three years of relevant professional experience; or High School Certificate with five years of relevant professional experience. The minimum competences requirements include experience in project implementation, while experience in working with Governmental Organizations and/or NGOs, working with migrants and/or other vulnerable groups. What is more, similar experience in an International non-profit organization will be considered as an advantage. There is no special training for return counselors as return counselors are being mentored by the Coordinator of AVR(R)) project(s) and/or more experienced staff. There is no certification for return counseling.</li> <li>2. In the context of the AVR(R) programme in Lithuania (provided by IOM Lithuania) there are general trainings organised by IOM, as well as possibility to participate in ad hoc trainings.</li> <li>3. Please see the answer above. Also different types of training are organized by IOM HQ or the Regional Office on a yearly basis. Those are not limited to newcomers but can also benefit staff that has already been working for the organization for a longer time. In addition, virtual trainings are offered through the institutional staff development and learning platform, e.g. on cultural diversity, communication, etc.</li> </ul>
<ul> <li>4. Having no continuity of AVRR projects (up to 2 years per project) and gaps sometimes occurring between the projects result in loss of well trained and experienced staff. However, return counsellors get on the job coaching and mentoring from AVRR Coordinator or senior staff. Recently a database composed of relevant AVRR information (IOM rules, instructions, manuals, Lithuanian and EU legal acts) was created.</li> <li>5. In LT, return counsellors along with counselling do other complementary tasks: • organize return travel, accommodation, supply of food, hygiene items, clothing, luggage; • contact with local migration authorities and diplomatic institutions in and outside Lithuania, escort returnee to these institutions; • provide assistance to vulnerable persons according to their special needs (mostly organize visits to medical centre and escort vulnerable person); • assist migrant on departure day; •prepare and coordinate project proposal and thereafter up to signature of the</li> </ul>

#### Disclaimer:

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		<ul> <li>Evaluation System which applies to all IOM staff members. Additionally, feedback is received from migrants and local institutions/organizations.</li> <li>12. As mentioned already, Staff Evaluation System as well as through other tools specified in Q13.</li> <li>13. The first and most commonly tool to monitor well-being and to support individual counsellors are regular team meetings among counsellors which serve for exchange among peers about complex cases, this is also done via meetings with the supervisor (chief of mission). Moreover, good relationship with migration institutions (Migration Department and boarder security) is also very beneficial in this regard.</li> <li>14. No funds for training or attending meetings / seminars, etc. in the current project (AMIF).</li> <li>15. Similar to what has been mentioned above, regular team meetings and exchange among counsellors as well as with supervisors/coordinators serve as principle channel to assess the impact of the support.***NB: LT REG Practitioners did not contribute to this AHQ, the explanation being that State Border Guard Service officers (not specialized counsels) provide return counselling, therefore no special regulations applies. All answers applicable for AVR(R) counselling is provided by IOM Lithuania AVR counsellors. LT contributions should be considered together with IOM Regional Office contributions.***</li> </ul>
EMN NCP Luxembourg	Yes	<ol> <li>No</li> <li>Peer to peer training from more colleagues in the form of induction training regarding on the counselling procedure. Occasionally, the return counsellors participate in a training organized in another member state.</li> <li>N/A – perhaps upon demand.</li> </ol>

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<ul> <li>4. a) N/A.b) N/A.</li> <li>5. Referral to medial support.</li> <li>6. They can be supported on a case-by-case basis by the Regional Thematic Specialist (RTS) on Migrant Protection Assistance (expert on vulnerable cases) with specific queries or whenever in doubt with appropriate processes or procedures to follow. Existing SOPs are in place (with checklists, requirements, procedures to follow) regarding the organization of voluntary return for UMC (eg. the conduction of a family assessment in the UMC's country of origin and confirmation of their willingness and ability to receive their child is a pre-requisite for a voluntary return to be organized by IOM), VOTs (eg. a risk assessment of the trafficking network is a pre-requisite before organizing the return of a medical cases (eg. an assessment by the treating doctor and a fit-to-fly form is a pre-requisite before organizing the return of a medically unfit candidate).</li> <li>7. Same as point 6. We could add that counsellors have regular contact with reintegration officers and counsellors in countries of origin and communicate directly with them regarding specific cases including migrants' needs and available support in countries of origin to respond to said needs.</li> <li>8. On a case by case basis through internal/bilateral communication with the relevant office and by the RTS.</li> <li>9. At a national level information on the assistance available to migrants in the context of the AVRR</li> </ul>
<ul> <li>programme is clarified in the project documents. For Luxembourg, grid tables summarizing financial assistance per defined migrant categories are made available to counselors. Information sessions centered around standardized power point presentations are delivered to potential beneficiaries, ensuring consistent information sharing with potential AVRR candidates. Similar leaflets (translated in different languages) are also disseminated to potential candidates.</li> <li>10. N/A.</li> <li>11. N/A.</li> </ul>

#### Disclaimer:

		12. N/A. 13. N/A. 14. N/A. 15. N/A.
EMN NCP Malta	Yes	<ol> <li>Our national authorities do not have return counsellors since Return Counselling in Malta is conducted by IOM. Our national programme is implemented through the services offered by IOM. Hence, our replies to all questions are Not Applicable.</li> <li>N/A</li> </ol>

#### Disclaimer:

		11. N/A 12. N/A 13. N/A 14. N/A 15. N/A
EMN NCP Netherlands	Yes	1. The Netherlands does not have an overarching 'national policy' in place that sets out the minimum qualifications or training requirements for return counsellors. However, the Repatriation and Departure Service (R&DS) of the Netherlands does have its own policies on qualifications for their supervisor departure (return counsellors or case workers in the case of the R&DS). Therefore, the answers in this AHQ will relate to the policies of the R&DS. i. The minimum requirements set by the R&DS are:• Higher vocational educational level (Hoger Beroeps Onderwijs (HBO) at a University of Applied Sciences);• Preferably working experience in the field of Management, Economy and Law, Social Agogic, Psychology or Social Work;• Experience with different interviewing techniques;• Knowledge of the 'Dutch Aliens Act 2000' or able to process and apply it quickly;• Excellent communication skills, both oral and written;• Possess a drivers licence and have their own means of transport;• Working experience at one or more organisations within the field of immigration is an advantage.Source: job description of the supervisor departure (case manager) at the R&DSDuring the job interviews the R&DS mainly asks for (personal) competences: analytical skills, communication skills, written skills are important, but equally important is that someone can properly take account for his/her work, that he/she can do the reporting, understands which strategy is important, is creative in finding solutions, is open to feedback, reflects on various cases, takes responsibility and also can take control and can bear responsibility in all these areas. The

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<ul> <li>7. The R&amp;DS communicates updates on the situation and available assistance in the countries of return to the counsellors through our own intranet. The intranet has a database with country profiles where information regarding the return of TCNs of all the countries in the world is shared. Every page deals with a specific country and explains:- Possibilities on assisted voluntary return and forced departure;- Information on documents that can support the nationality or identity of the TCN;- Possible viable travel documents;- Additional possibilities and steps to take, such as family tracing or possibilities for assistance to vulnerable groups, such as unaccompanied minors.Regarding the possibility to return with the assistance of an NGO, ERINN or IOM, the website www.infoterugkeer.nl is created (in both Dutch and English). This website provides information to both the TCN and the counsellors on the possibilities for voluntary return. An overview is given of the various NGOs and their areas of focus (e.g., country or region specific approach or a specific target group).On request of the Ministry of Justice and Security, the Ministry of Foreign Affairs writes a country report on the situation of a specific country. This is published on the intranet ass well. Additionally, all supervisors departure can get in contact with TOELT-department of the Immigration and Naturalisation Service (INS), which has employed country specialists open to all questions the counsellors are facing.</li> <li>8. The R&amp;DS communicates important updates on the situation and available assistance in the</li> </ul>
countries of return via a message board on our own intranet and through e-mail. The R&DS does not provide post-departure counselling. Therefore, updates on available assistance in the country of origin is limited to informing about assistance the IOM or NGOs can provide.
9. The R&DS ensures consistency in the information provided to the migrant through the following means:- The R&DS uses so called 'process protocols'. In these protocols, the process of information sharing is outlined. A specific protocol has been created on departure conversations. Which information is shared with the TCN is outlined in this protocol All supervisors departure fill in a so called 'departure plan' in the systems of the R&DS. The system requires them to follow a set of optional questions which are to be asked during the conversations with the TCN. There is no such protocol as described in the example which ensures sharing case-based information. However, supervisors departure share their experiences during meetings and have access to the casefiles of their direct colleagues (bearing in mind the requirements of the GDPR).

#### Disclaimer:

10. It is a challenge to keep information up to date. It is also a challenge to make sure that every one has the same information and takes knowledge of updates and news. Training courses are constantly being updated.
11. The quality and impact is measured on the basis of files that are kept in which the trainers can see who has followed a specific training. Soon this will be even more professionalized and we will have a learning management system (LMS). The manager and counsellor/director can discuss with each other which training courses must be followed to keep the knowledge up to date. This is always coordinated with the training department within the R&DS, which provides the requested training. The online country specific knowledge base is kept up to date by editors. The impact of job-related support is monitored and measured through evaluation forms
12. Through employee surveys, which take place every two years, all counsellors are asked through a digital questionnaire how they experience their work, for instance their job satisfaction, collaboration with colleagues, workload and how they experience the emotional burden of their work.Counsellors who experienced a violent or other stressful incident receive support from their manager, senior and colleagues. They can also visit a confidant, a social worker or a psychologist for extra support at any time.
13. Participation in intervision and 'buddy' groups, career advice, online training tools / e-learning. 14. The challenge is for the support to really fit in with their needs. To accomplish this it's important to question the counsellors in advance. The counsellors often have to deal with situations that are mentally stressful. To support the well-being and to prevent sick leave, it is important to ensure that the counsellors keep talking with colleagues, their senior or manager about their experiences and that they can easily visit an occupational health physician or social worker.
15. See the answer to question 1.

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	EMN NCP Slovakia	Yes	<ol> <li>No, return counselling as such is not legislatively regulated, it is provided as a part of the actual return process, whether by police forces, state authorities or NGOs. The aim is to provide the foreigner with all necessary information on his/her actual situation so that s/he could make an informed decision.</li> <li>No special training is provided for "return counsellors" at the level of Bureau of Border and Foreign Police of PFP (BBFP PFP). Return counsellors of the NGO Slovak Humanitarian Council providing counselling during the return process and also in detention centres has established communication with ICMPD for participating in ther intenense specialized training for monitors. However, in the context of the AVRR programme in the Slovak Republic implemented by the IOM Slovakia, besides the general trainings organised by IOM, staff of IOM Slovakia AVRR staff had the opportunity to join a training focusing on non-violent communication. The training entitled Communication in conflict situations was provided by external service provider, it took 2 days and it covered following themes: processing of conflict situations, prevention of conflict situations analysing difficult situations and setting objective for response, working with demanding clients (vulnerable, verbally aggressive, etc.), basic principles of crisis intervention. Title of the training: Communication in conflict situations and setting objective for response, working with demanding clients (vulnerable, verbally aggressive, etc.), basic principles of crisis intervention. Title of the training: Communication is conflict situations and setting objective for response, working with demanding clients (vulnerable, verbally aggressive, etc.), basic principles of crisis intervention.</li> <li>Title of the training: To reganised by IOM mission for all staff in direct contact with clients• Name of the institution (if not your organisation) • Brief description of content : processing of conflict situations, analysing difficult situa</li></ol>
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#### Disclaimer:

<ul> <li>5. Yes, return counselling is considered to a part of the return process and under the conditions of the police authorities no specialized position of return counsellor is established therefore. Return counselling is also provided by non-governemntal organisations (Slovak Humanitarian Council) or IOM in case of AVRR, being also a part of the return process. Slovak Humanitarian Council also cooperates on the project implemented in the conditions of the detention facilities for foreigners where they provide social, psychological counselling, material assistance, health assistance, communication and providing expert information to detained persons, leisure activities as well as education, etc. In the context of the AVRR programme in Slovak Republic, return counsellors carry out also other tasks linked with provision of assistance offered under the AVRR programme, e.g. reintegration counselling, travel arrangements, arranging of accommodation, providing migrants with food, basic material support, assisting migrants with health-related needs through referral but also accompanying them to medical appointments, arranging of travel documents, outreach, etc.</li> <li>6. Police Force does not have a specialized training in this regard. Counsellors of the Slovak Humanitarian Council are long-term experts thus ensuring services provided are of high quality. Moreover, in 2018 they participated in 2-day intense training for social workers and psychologists who work with vulnerable groups. For AVRR programme see Q2 + information provided by IOM RO Brussels.</li> <li>7. See Q 2</li> <li>8. N/A</li> <li>9. N/A for Bureau of Border and Foreign Police.Slovak Humanitarian Council organises regular coordination meetings of the project team where all common standards regarding information provision are set and unified, thus all the employers work in coherence.</li> </ul>
10. N/A 11. N/A

#### Disclaimer:

			<ul> <li>12. N/A See Q15</li> <li>13. N/A for BBFP PFPIn the context of the AVRR programme in Slovak Republic, return counsellors can reach out to their colleagues working in the office on other agendas, but who also have substantial experience in dealing with different types of migrants in multiple contexts and situations and who are able to provide advice and support if needed.</li> <li>14. N/A</li> <li>15. N/A The workers of the Slovak Humanitarian Council regularly take part on coordination meetings where also issues regarding their well-being are discussed with the coordinator. Their needs are regularly monitored and addressed either directly in place where they work (facilities) or at the directorate of the Bureau of Border and Foreign Police. If necessary, and situation so requires, the individual needs can be dealt with at the level of the Ministry of Interior.</li> </ul>
8	EMN NCP Spain	Yes	<ol> <li>No. Although there is not a set of minimum qualifications or training requirements to be a return counsellor, every year, the national call for return projects grants set out the legal framework and the kind of services and benefits to be granted to the would be returnees, so this framework show indirectly what type of professionals could be the most appropriates to carry out the rol of counsellor; in this way, psychosocial orientation and support, guidance and information, legal advice, training to self-employment and microbusiness creation, etc. are the main activities to carry out with returnees and, as a consequence, let identify the appropriate professionals: psychologists, lawyers, social workers and so on. The social organisations implementing these projects are free to decide what profiles they are going to hire. Of course the national call for grants mentioned before is the basic content to exercise the rol of counsellor properly.</li> <li>Every year, once the national call for grants is published in the official bulletin, the national authority that manage the policy of return (General Secretariat of Immigration and Emigration-General Directorate of Integration and Humanitarian Aid) call a half-day meeting to both exchange</li> </ol>

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<ul> <li>information with the social organisations and solve its doubts.</li> <li>3. See question 2</li> <li>4. n.a.</li> <li>5. Yes, depending on the needs or the returnee. You must take into account that most of the social organisations that manage these kind or projects, also implement integration projects at national level so as they know problematic of vulnerable groups. In this way, they will take into account the specific situation of especially vulnerable groups such as minors, persons with disabilities, the elderly, pregnant women, single-parent families with minor children, victims of trafficking in human beings, homeless people, people wito services, such as victims of gender violence. They will design individual and / or family tinerarises of return and reintegration, adapted to the needs and interests of the people participating in the projects. From the first intervention with those, the projects will develop information activities, guidance and specific advice on job search in the country to which they return, as well as any other activity that facilitates the restoration of practical and strategic links of the person returned with your country of origin. Likewise, the projects will include the design and implementation of socio-educational reintegration actions adapted to the specific needs of returning minors as well as, through the transversal application of the gender approach, will respond to the interests and needs of those who can benefit from any of the activities, contemplating specific intervention actions for women who are returned in a situation of special vulnerability.</li> <li>6. n.a.</li> <li>7. n.a.</li> <li>8. The reference framework establish in the national call for grants set out that: Return projects must concieve the return of nationals of third countries as an effective reintegration in the society of origin, for which must to establish a strategy of information, coordination, networking and search for synergies with support inititatives for returnees promoted by the insti</li></ul>

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		<ul> <li>with cooperation programs for development, with official socio-labour insertion programs, with equal opportunities plans or initiatives between women and men, with initiatives promoted by international organizations, or with any other initiative of public or private nature that may suppose an aid to the person who returns in his new stage. When, in the country of return of the participant, the european reintegration project whatever it be, does not develop any activity, it will be necessary to monitor the person returned through direct contact through the intervention of counterparts and / or delegations of the entity, and / or through telematic means or other forms of monitoring that the entity considers appropriate according to its capacity and structure.</li> <li>9. Every social organisation establishes its own procedure</li> <li>10. n.a.</li> <li>11. n.a.</li> <li>12. n.a.</li> <li>13. n.a.</li> <li>14. n.a.</li> <li>15. n.a.</li> </ul>
EMN NCP Sweden	Yes	1. No.There is no national policy that sets minimum qualifications/ training requirements for return counsellors employed by the Migration Agency or the Police Authority. The employees working with forced return are employed by the Border Policing Sections throughout Sweden and are not referred to as return counsellors, but rather return case officers ["verkställighetshandläggare"]. They can either be police officers with different background and experience or case officers with different background and education (law, social science, political science etc.). Employees (incl. case officers,

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administrative staff etc.) at the Border Police are offered a national introduction course of ten days. For case officers working with return an additional course is offered (six days). However, the courses are currently not a prerequisite to work for the border police. The national courses were implemented in 2018. The employees were trained before that as well, but at a regional level. 1a. NA1b. For the persons working with voluntary return within the Swedish Migration Agency there are two short introductory (in total about two hours) for return and detention on the web which can be done at any time. About twice a year we provide an introductory work-shop (about 16 hours) to return counselling twice a year, but most counsellors have already begun working with return before having this introductory. Instead of a formal introductory they have a mentor, attends other counsellors meetings and there are also a lot of written material (standards, handbooks etc) to support the return counsellors. For the persons working with forced return within the Swedish Police, apart from the courses mentioned above, the employees are informed of changes in legislation/new legislation, new standards of operations and other relevant information connected to the task. The responsibility for keeping the competence and skills of the employees updated currently lies at the regional level even though, as mentioned above, new national courses recently were introduced. Furthermore, a review of the education and courses for the border police is currently ongoing. granspolisverksamhetgrund_kursplan_181120.pdf
2. See above section I. The education programmes for the courses available for border police employees are enclosed. However, please note that the education programme for the border police currently is under review. granspolisverksamhetverstallighetsutredare_kursplan_181120.pdf
3. No
4. For the Swedish Migration Agency handling voluntary return the lack of time and qualified trainers and to be able to provide training when and where it is needed. We have a lot of written material, an updated handbook and an on-line training course (which only provides basic training).For the Swedish Police handling forced return today a national education is available, although not all employees have had the chance to participate yet. Historically the education has been handled regionally at the different border policing sections.

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<ol> <li>Within the Migration Agency most counsellors also work with social/housing support and with referrals to medical support. The main task for the case officer working with return within the Swedish Police is handling the specific case with the goal to carry out the return in the individual case.</li> <li>A training on how to handle threats and violence in a professional situation is offered on a regular basis within the Swedish Migration Agency and the officers also have regular meetings with a professional counsellor. To some extent, this area is covered in the education programme for the case officers working with return within the Swedish Police, but only as a small part of the education.</li> <li>The Migration Agency provides information in the system Lifos – Centre for Country of Origin Information and Analysis. For the Swedish Police there is no specific training apart from written information on the available assistance for the case officers to use in their work with return counselling.</li> <li>When regulations are changed or updated the head of staff within the Migration Agency informs about the change and there is also a news flash on the internal website. Case officers working with return at the Swedish Police are able to receive updated information on the situation in the countries of return through the Embassy Liaison Section of the National Border Police. The information mainly addresses possibilities to return and the procedures related to this, but also covers available assistance and reintegration Agency has standards, protocols, handbooks and regulations available. Every team also has a team leader who is ensuring that the work is done correctly. For the Swedish Police at national level legislative information, routines and guidelines are distributed to the case officers to support them in their daily work. Routines are produced at national level, but in cooperation with representatives from the regional level. The work to create a standardized way of conduct for the bor</li></ol>

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		<ol> <li>Within the Migration Agency everything the officer does should be made visible in the case-management-system, and is possible to monitor and follow up. The challenge is to make every officer to do the registration correctly and at the right time.</li> <li>For the Migration Agency it is monitored by the team leader. For the Swedish Police there is no national routines available.</li> <li>The Migration Agency has agreements with different actors – counsellors and health-providers. For the Swedish Police there is no national routines available. In special cases debriefing at regional level, but not nationally led.</li> <li>Within the Migration Agency the units offer counselling which is compulsory but due to lack of time some officers do not attend.</li> <li>The HR-department of the Swedish Migration Agency does follow ups on sick leaves and incidents.</li> </ol>
EMN NCP United Kingdom	Yes	<ol> <li>The UK does not provide return counselling.</li> <li>N/A</li> <li>N/A</li> <li>N/A</li> <li>N/A</li> <li>N/A</li> </ol>

#### Disclaimer:

		7. N/A 8. N/A 9. N/A 10. N/A 11. N/A 12. N/A 13. N/A 14. N/A 15. N/A
 EMN NCP Norway	Yes	1. 1. Is there a national policy in place that sets out the minimum qualifications / training requirements for return counsellors?- Yesa. If yes, please describe the policy, stating:i. What are the minimum qualifications required? Are there other minimum competences requirements for return counsellors? - As a minimum, return counsellors need to have taken courses in interview methodology. The preferred model is motivational interview (MI). In addition to this, UDI requires that the return councillor has knowledge of the asylum procedure, return programmes and other relevant return information.ii. What are the requirements to take these courses, but someone recruited to this kind of work, would have been evaluated prior to attending training and considered able. Normally, new return counsellors would also attend the basic return training courses run by UDI. UDI offers a general basic training course for all staff members at

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<ul> <li>reception centres including return counsellors. UDI is also responsible for the MI training for return councillors.iii. Is there a specific certification requirement for counsellors? Which institutions delivers it? Nob. If no, please describe how return counsellors are prepared for their roles in your Member State. Please specify how your Member State can achieve consistency in terms of standards in return counselling nationally UDI has developed interview guides for return counsellors. There are three different guides: Generico For familieso For unaccompanied minors- UDI has also compiled a detailed job description for return counsellors, which also provides guidelines - UDI also informs the return counsellors which nationalities, minorities or other subgroups they need to allocate more time. In addition, UDI follows-up each return counsellor. Sometimes this means they provide a dialogue partner about particular cases, or that they might provide generic information about the return programs.</li> <li>no_response_com_june_2019_em_ahq_support_to_return_counsellors.docx</li> <li>2. II. Training the counsellors1. What training is provided to return counsellors, if any? - Basic training for return counsellors Induction training Provided by UDI nationally, usually one or two days, face-to-faceo Content / topics covered: Asylum procedures (UDI) Voluntary Assistant Return Program (UDI) Monitoring and measuring Instruction in approaches used: practical training (Experienced return counsellors) [</li> <li>Others who provide information: IOM, research centres, others. Motivational Interview (MI)o Both basic training and additional. UDI is the provide(s) the refresher courses? UDIii. How are these delivered (online or/and face-to-face)? Face-to-face</li> <li>4. a. Some of the information return counsellors hare their knowledge among the return counsellors. More experience and knowledge among the return counsellors. More experience run counsellors. Solution: invite external or other departments in UDI to give t</li></ul>
5. a. Some of them work with return counselling half-time and have other obligations at the

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<ul> <li>reception centres, as information work, social work. Those working full-time as return counsellors are obliged to work only with counselling or other return tasks UDI asks them to give priority to. It is more a question of individual staffing – sometimes it is full-time work, other times, part-time.</li> <li>6. 1. How are counsellors trained / supported to work with migrants in vulnerable situations (including families with minor children, unaccompanied children or victims of exploitation, abuse or violence, homeless persons)? - IOM offers training or seminars once a year about vulnerable groups.</li> <li>DI provides individual guidance from case to case. This year: increased focus on children/minors, both unaccompanied and in families.</li> <li>7. assistance in the migrants' countries of return? - At seminars and training they are provided with information from The Norwegian Country of Origin Information Centre – Landinfo. This agency is responsible for collecting, analyzing and presenting country of origin information to the Norwegian Immigration Authorities IOM visits the reception centers where the return counsellors work and provide both generic and country specific information to the staff at the Reception Centers.</li> </ul>
<ul> <li>8. 2. How are updates on the situation and available assistance in countries of return communicated to counsellors?- UDI collects adequate information not least of all through the COO Information Center and disburses this via email to the counsellors on a regular basis IOM also visits the return centres and provides generic return information as well as specific information about countries of return. IOM sends representants from selected countries to provide information to the reception centres. This information is given to all the staff at reception centres, and to migrants from the selected countries. As an example; representatives from IOM Afghanistan provide information about return to Afghanistan. IOM also offers interviews via Skype from reliable sources in countries of return.</li> <li>9. UDI provides the same information for all return counsellors in written form about return programs, any update in return related work and country specific information Interview guide: a written guide that provides the return counsellors with the themes to be covered in their counselling. The themes areo The situation todayo Country of return (preferably home country)o Residence, school, worko Healtho Voluntary return and forced return</li> </ul>

#### Disclaimer:

The following responses have been provided primarily for the purpose of information exchange among EMN NCPs in the framework of the EMN. The contributing EMN NCPs have provided, to the best of their knowledge, information that is up-to-date, objective and reliable. Note, however, that the information provided does not necessarily represent the official policy of an EMN NCPs' Member State.

<ul> <li>consideration and address any work-related issues that arise in a responsible manner How the return counsellors cope with stressful interviews and life dilemmas on a daily basis are subjects that are repeatedly discussed during training and seminars for return counsellors.</li> <li>13. see response to above question</li> <li>14. see response to above question</li> <li>15. The well-being of a return counsellor is the responsibility of reception center (RC) management. The operators of the RCs are the employer of the return counsellors and therefore responsible for the issues mentioned in section: IV. Support for ensuring the well-being of return counsellors of this query. In Norway, an employer is by law, required to take their employee's well-being into consideration and address any work-related issues that arise in a responsible manner How the return counsellors cope with stressful interviews and life dilemmas on a daily basis are subjects that</li> </ul>	Up Qu 11. 12. Th iss qu col ret are 13. 14. 15. Th iss qu col ret are 0. 13. 14. 15. Th	<ul> <li>urn counsellors cope with stressful interviews and life dilemmas on a daily basis are subjects that a repeatedly discussed during training and seminars for return counsellors.</li> <li>see response to above question</li> <li>see response to above question</li> <li>The well-being of a return counsellor is the responsibility of reception center (RC) management.</li> <li>e operators of the RCs are the employer of the return counsellors and therefore responsible for the rues mentioned in section: IV. Support for ensuring the well-being of return counsellors of this ery. In Norway, an employer is by law, required to take their employee's well-being into nsideration and address any work-related issues that arise in a responsible manner How the</li> </ul>
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